

Leaders vs. Managers

People don't want to be managed. They want to be led. Whoever heard of a world manager? World leader, yes. Educational leader. Political leader. Community leader. Business leader. They lead. They don't manage. The carrot always wins over the stick. Ask your horse. You can lead your horse to water, but you can't manage him to drink. If you want manage somebody, manage yourself. Do that well and you'll be ready to stop managing and start leading. (Bennis, Warren, Nanus, Burt, *Leaders* p. 21)

I tend to think of the differences between leaders and managers as the differences between those who master the context and those who surrender to it. There are other differences, as well, and they are enormous and crucial:

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops
- The manager focuses on systems and structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager has a short-range view; the leader has a long-range perspective.
- The manager asks how and when; the leader asks what and why.
- The manager has his eye always on the bottom line; the leader has his eye on the horizon.
- The manager imitates; the leader originates.
- The manager accepts the status quo; the leader challenges it.
- The manager reports on what is; the leader changes it to what it should be.
- The manager does things right; the leader does the right thing.

Bennis, Warren, *On Becoming a Leader* pp. 44-45

- The boss drives his workers; the leader coaches them.
- The boss depends upon authority; the leader on goodwill.
- The boss inspires fear; the leader inspires enthusiasm.
- The boss says "I"; the leader, "we."
- The boss fixes the blame for the breakdown; the leader fixes the breakdown.
- The boss knows how to get it done; the leader shows how.
- The boss says "go"; the leader says "let's go!"

Maxwell, John, *Developing the Leader Within You* p. 5